



Proposal to the City of Rockville for Golf Course Operations and  
Management of RedGate Golf Course




March 23, 2010



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City of Rockville  
Purchasing Division  
111 Maryland Avenue  
Rockville, MD, 20850

 **KemperSports™**  
500 Skokie Boulevard, Suite 444  
Northbrook, IL 60042  
Tel. 847-480-4853

**Re: RedGate Golf Course Operations Management**

On behalf of KemperSports, I am pleased to submit our qualifications to provide comprehensive management of RedGate Golf Course. Our proposal is formatted in accordance with the RFI for this exciting opportunity. KemperSports has been operating municipal golf courses for over 30 years and is well-qualified to assume the management responsibilities of this community and regional golf amenity.

KemperSports has the resources, expertise and commitment necessary to achieve the City's financial, operations and community outreach goals and objectives for RedGate Golf Course. For over three decades, KemperSports has consistently established benchmarks in golf course management based on a philosophy of providing a "Best in Class" customer experience. Today, we manage more than 90 golf facilities including 32 public agency facilities. Our hands-on, client centric management approach is the cornerstone of our success and key to our long term client relationships.

KemperSports' culture, our people and their passion for what we do everyday makes us the right partner for this engagement. We are very familiar with RedGate's market and have extensive experience in the Mid-Atlantic.

We are very excited about the opportunity to work with you at RedGate and look forward to your favorable response. Should you have any questions regarding our proposal, please feel free to contact me.

Thank you for your consideration.

Sincerely,



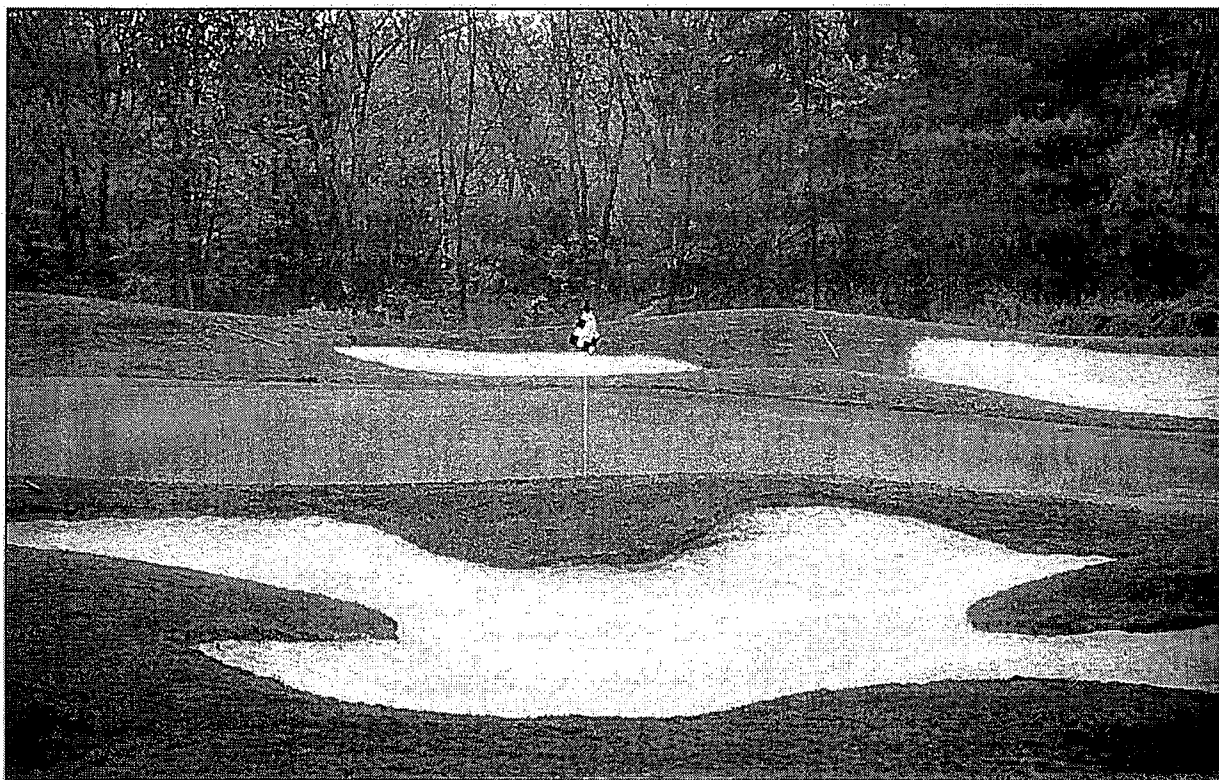
Douglas J. Hellman  
Vice President, Business Development

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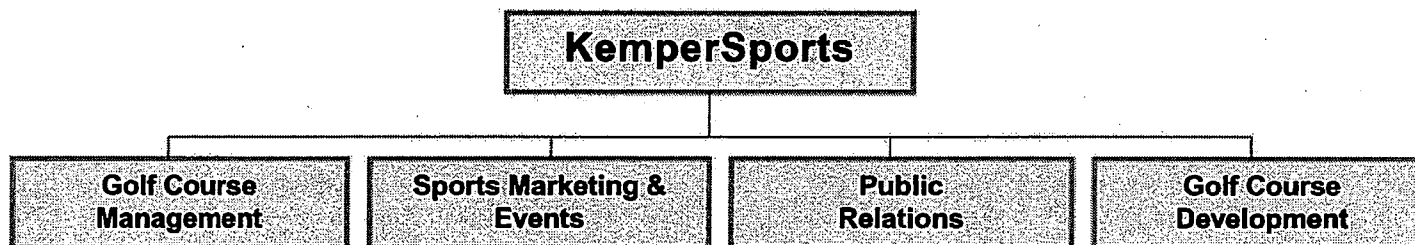
# Description of KemperSports



The Timbers at Troy Golf Course  
Elkridge, MD  
A KemperSports Managed Facility

## DESCRIPTION OF KEMPERSPORTS

### COMPANY BUSINESSES



KemperSports has four key operating businesses:

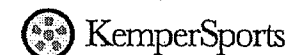
#### **Golf Course Management**

KemperSports has been managing golf facilities for public and private sector clients for more than 30 years. Our marketing programs are considered some of the most innovative in the industry. In addition to our marketing programs, we have creative sales techniques and sales strategies designed to generate play and create customer loyalty. We offer expert advice on pricing strategies for outings, food & beverage and membership programs.

Today, we manage more than 90 golf courses and stand-alone driving ranges across the United States and Caribbean. Many of these courses are ranked in the Top 100 in the U.S. including Bandon Dunes Golf Resort, consistently ranked as one of the top resorts in the U.S.; Harding Park in San Francisco, site of the 2009 Presidents Cup and Chambers Bay, Tacoma, Washington, site of the 2010 U.S. Amateur and 2015 U.S. Open.

#### **Sports Marketing and Events**

KemperSports has a marketing division to provide integrated sports marketing and public relations services for both large and small clients. Our success at integrating events, corporate sponsorships and public relations consistently results in maximum visibility for our clients while building valuable relationships with customers.





KemperSports has been hosting, managing and marketing collegiate, professional and national amateur golf tournaments for over 40 years. Our experience includes the following major golf events:

<b>Major Events Hosted, Managed and/or Marketed by KemperSports</b>				
<b><u>Date of Event</u></b>	<b><u>Event Name</u></b>	<b><u>Event Owner</u></b>	<b><u>Course</u></b>	<b><u>Location</u></b>
1968-2002	Kemper Open	PGA TOUR	Multiple	Charlotte & Wash, DC
1989	PGA Championship	PGA of America	Kemper Lakes	Chicago
1980-1992	Women's Kemper Open	LPGA	Multiple	Maui & Kauai, HI
1996-2001	Ameritech Senior Open	PGA TOUR	Kemper Lakes	Chicago
2003-2006	Booz Allen Classic	PGA TOUR	TPC Avenel	Washington, DC
2005	AMEX World Golf Championship	Int. Fed Of PGA	Harding Park	San Francisco
2006	Curtis Cup	USGA	Bandon Dunes	Bandon, Oregon
2007	Mid-Amateur	USGA	Bandon Dunes	Bandon, Oregon
2007-2008	LaSalle Bank Classic	Nationwide Tour	The Glen Club	Chicago
2009	Presidents Cup	PGA TOUR	Harding Park	San Francisco
2010	U.S. Amateur	USGA	Chambers Bay	Tacoma, WA
2015	U.S. Open	USGA	Chambers Bay	Tacoma, WA

### **Golf Course Development and Grow-in Services**

Over 30 years ago, KemperSports developed the Kemper Lakes Golf Course in Chicago, site of the 1989 PGA Championship, and viewed by many as the first "upscale public golf course" in the U.S. Since then, we have developed or consulted on the development, grow-in and pre-opening of over 40 golf course projects throughout the United States. Today, we continue to have a golf course and clubhouse development division to provide development and construction management services.

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### **KemperLesnik Public Relations**

KemperSports believes an effective public relations strategy is critical to build brand equity and sustain growth - even more so in today's competitive environment. Our sister company, KemperLesnik Public Relations, provides strategic communications services for clients, sponsors and events.

We excel at promoting products and services through public relations, building brands through corporate marketing communications, creating exciting experiences for our customers and clients and delivering information through professional copywriting and design. We are passionate about PR, and our team's expertise is wide-ranging while offering the following services:

- Communications strategy
- "Big Idea" generation
- Media relations
- Community relations
- Industry relations
- Public speaking
- Copywriting and design
- Reputation and crisis management
- Corporate publications and collateral materials

### **Why KemperSports is Unique**

The combination of four interrelated golf businesses in one company is unique to our industry and offers KemperSports a competitive advantage by providing significant management depth and a wide variety of programs to achieve our client's objectives.

## **KemperSports' Company Strengths**

- Over 30 years of professional expertise in golf course management and marketing
- Portfolio of more than managed high-quality golf facilities
- High client satisfaction resulting in a very high percentage of contract renewals
- Understand the dynamics of maintaining a loyal customer base. Proven marketing strategies to grow rounds of golf at complex properties in highly competitive markets.
- Belief that the course and its brand is the "star", not the management company. We have a philosophy of promoting the course, not KemperSports
- Ability to mobilize quickly ensuring continuity of operations
- Created, managed and marketed numerous national amateur golf tournaments
- In-house construction management expertise for clubhouse and other facility construction
- 40 years of PGA TOUR, LPGA TOUR and Champions TOUR golf tournament management, marketing and sponsorship sales experience
- Exclusive marketing partner of the Preferred Golf Club with access to a database of over 250,000 American Express golfers, the program offers our clients unique marketing opportunities.
- Have implemented a variety of player development programs at its facilities.
- Objectivity, broad expertise and depth of resources
- Accountability to the client – finances, reporting, performance
- Cost efficiencies – savings from "National Accounts" passed on to the client
- Comprehensive day-to-day management services in the following areas:

Marketing and Sales  
Accounting and financial controls  
Customer service  
Golf and clubhouse operation  
Agronomy

Pro shop management  
Inventory control  
Information technology  
HR and benefits administration  
Food and beverage management



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## KemperSports Contact

KemperSports is based in Northbrook, IL and enjoys a national clientele.

### General Business Information

Name of Company:	KemperSports Management, Inc.
Address:	500 Skokie Blvd, Ste 444 Northbrook, IL 60062 P) 847-480-4853 F) 847-291-0271
Contact Person:	Douglas Hellman Vice President, Business Development dhellman@kempersports.com
Incorporation:	Illinois / 1978
Ownership Entity:	Privately Held Corporation owned by Steven H. Lesnik, Chairman
Golf Courses:	More than 90 Facilities / 32 Public Agency Facilities

# KemperSports Overview



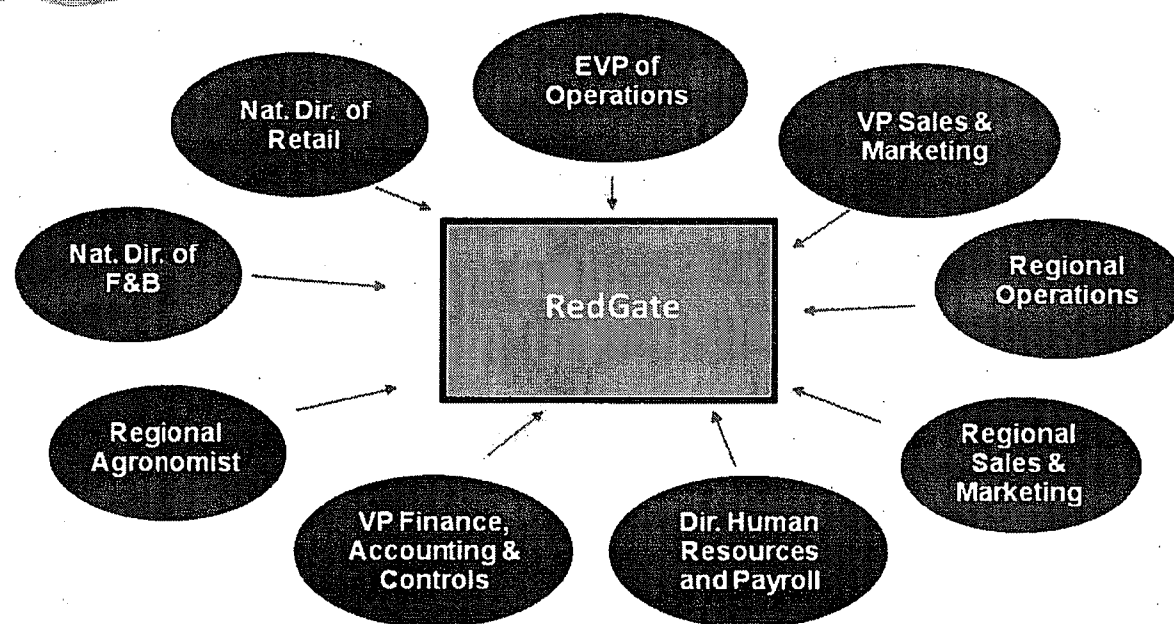
Whiskey Creek Golf Club  
Ijamsville, MD  
Golf & Travel's "40 Best Daily Fee Courses in the U.S."

## OVERVIEW

### Philosophy

KemperSports provides comprehensive golf course management services including all clubhouse operations, sales and marketing, tournament management, golf and outside service operations, golf course maintenance, food & beverage, cart fleet management, pro shop operations, payroll processing and benefits administration, insurance, merchandising, financial reporting and accounting and other services as mutually agreed upon.

Each property is supported by a team of experts including a regional operations executive, regional marketing director, regional agronomist, national retail director and a corporate controller. RedGate would be supervised by KemperSports' Mid-Atlantic based regional team, as well as Home Office based specialists.



### **Philosophy (continued)**

We commit every resource from accounting to operations to marketing to ensure success. KemperSports provides the following management services:

- ~~All staff will become KemperSports employees and receive KemperSports training and supervision.~~ Once KemperSports assumes management of the course, the staff will receive training and guidance focusing on customer service. Our goal is to build the best team possible to ensure high-quality service and ongoing customer satisfaction.
- KemperSports will be responsible for all operations management activities including creating the 2010 business and marketing plans, establishing an operating budget, staff hiring, equipment and supplies procurement, etc...KemperSports will present the plan to you for your review and approval.
- KemperSports will provide a first-class golf course experience for guests and develop appropriate play and pricing policies.
- KemperSports will be responsible for all accounting functions including A/P, A/R and will implement necessary financial controls while providing customized financial reports.
- KemperSports will be responsible for developing and implementing the sales and marketing programs.
- KemperSports' "best practices" policies will be implemented at all levels of the operation to ensure peak performance.
- KemperSports will review the existing management information system at the club and make recommendations for any improvements, if needed.
- KemperSports will implement high-quality golf course maintenance standards and recommend the implementation of its "Green to a Tee" environmental course maintenance program.
- KemperSports will develop and implement a food & beverage operations plan.
- KemperSports will develop and implement a pro shop merchandising program.
- KemperSports will create a short and long-term capital improvements plan and budget.

## KEMPERSPORTS PORTFOLIO

### Courses Under Management

KemperSports manages more than 90 golf facilities throughout the United States and the Caribbean including resorts, daily fee facilities, private clubs and municipally owned facilities. Below is a list of KemperSports' municipally owned courses:

<b>KemperSports Municipal Clients</b>				
	<b>Property Name</b>	<b>City</b>	<b>State</b>	<b>Client</b>
1	Adams Pointe Golf Club	Blue Springs	MO	City of Blue Springs, MO
2	Ash Brook Golf Course	Scotch Plains	NJ	Union County, NJ
3	Black Gold Golf Club	Yorba Linda	CA	City of Yorba Linda, CA
4	Bolingbrook Golf Club	Bolingbrook	IL	Village of Bolingbrook, IL
5	Buenaventura Golf Course	Ventura	CA	City of Ventura, CA
6	Butterfield Trail Golf Club	El Paso	TX	City of El Paso, TX / El Paso Int'l Airport
7	Chambers Bay Golf Course	University Place	WA	Pierce County, WA
8	Chuck Corica Golf Complex	Alameda	CA	City of Alameda, CA
9	Crab Meadow Golf Course	Northport	NY	Town of Huntington, NY
10	Desert Willow Golf Resort	Palm Desert	CA	City of Palm Desert, CA
11	Dix Hills	Dix Hills	NY	Town of Huntington, NY
12	Forest Hills Golf Course	La Crosse	WI	The City of La Crosse, WI
13	Galloping Hill Golf Course	Kenilworth	NJ	Union County, NJ
14	Harding Park Golf Course	San Francisco	CA	City of San Francisco, CA
15	Heron Glen Golf Course	Hunterdon	NJ	Hunterdon County, NJ
16	Heron Lakes Golf Course	Portland	OR	City of Portland, OR
17	Highland Park Country Club	Highland Park	IL	City of Highland Park, IL
18	Hodge Park Golf Club	Kansas City	MO	City of Kansas City, MO
19	Mound Golf Course	Miamisburg	OH	City of Miamisburg, OH
20	Olivas Links Golf Course	Ventura	CA	City of Ventura, CA
21	Palm Harbor Golf Club	Palm Coast	FL	City of Palm Coast, FL





<b>KemperSports Municipal Clients (continued)</b>				
	<b>Property Name</b>	<b>City</b>	<b>State</b>	<b>Client</b>
22	Paradise Valley Golf Course	Fairfield	CA	City of Fairfield, CA
23	PipeStone Golf Course	Miamisburg	OH	City of Miamisburg, OH
24	Rancho Solano Golf Course	Fairfield	CA	City of Fairfield, CA
25	Ridge Creek Dinuba Golf Club	Dinuba	CA	City of Dinuba, CA
26	Sand Creek Station Golf Course	Newton	KS	City of Newton, KS
27	Shoal Creek Golf Course	Kansas City	MO	City of Kansas City, MO
28	The Crossings at Carlsbad	Carlsbad	CA	City of Carlsbad, CA
29	The Golf Club at Cypress Head	Port Orange	FL	City of Port Orange, FL
30	The Timbers at Troy Golf Course	Elkridge	MD	Howard County, MD
31	The Wilderness at Lake Jackson	Lake Jackson	TX	City of Lake Jackson, TX
32	Vernon Hills Golf Course	Vernon Hills	IL	Village of Vernon Hills, IL

KemperSports' wide range of golf facilities is extensive and our scope of services at these facilities varies based on the needs of the client. We manage diverse golf operations, food & beverage facilities and a wide range of clubhouses for our clients. KemperSports is capable of implementing successful operations at RedGate based on its experience at many other facilities and will work with City staff to ensure the entire operation is best in class.



## MID-ATLANTIC KNOWLEDGE

KemperSports manages more than 90 facilities throughout the United States giving us a broad perspective of national trends in the golf industry. We are recognized as leaders in the golf industry and are often called upon to present at national conferences.

KemperSports has a regional office in Ijamsville, MD and manages 12 facilities in the Mid-Atlantic and surrounding region. We have resources immediately available and will leverage our media contacts, vendor relationships as well as corporate and regional resources to ensure success at RedGate Golf Course.

KemperSports manages the following facilities in the Mid-Atlantic and surrounding region:

- Holly Hills Golf Club – Ijamsville, MD
- Goose Creek Golf Club – Midlothian, VA
- The Timbers at Troy Golf Course – Elkridge, MD
- Whiskey Creek Golf Course – Ijamsville
- Swan Point Golf and CC - Issue, MD
- Marlton Golf Club – Upper Marlboro, MD
- Heron Glen Golf Course – Hunterdon, NJ
- Galloping Hill Golf Course – Kenilworth, NJ
- Ash Brook Golf Course – Scotch Plains, NJ
- Crab Meadow Golf Course – Northport, NY
- Dix Hills Golf Course – Northport, NY
- Colonial Heritage – Williamsburg, VA

## GREEN TO A TEE

### KemperSports' Approach to Environmentally Sensitive Golf Course Facilities

KemperSports has been maintaining high quality golf courses for over 30 years including courses hosting PGA TOUR events and USGA National Championships. Quality turf conditioning is essential to achieving high levels of customer satisfaction and retention.

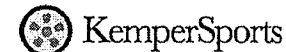
KemperSports has significant experience managing cool season grasses and continues to provide unparalleled course conditions at its managed properties. A senior regional agronomist will support the course's superintendent, sharing best management practices and expertise in solving challenging turf related issues.

Working with the superintendent, KemperSports will evaluate the current maintenance equipment inventory and recommend needs accordingly. We will establish maintenance policies and procedures to be consistent with ownership and customer expectations and the budget. These policies establish and monitor course maintenance programs for mowing, top dressing, watering, seeding, fertilization, aerification, disease infection, weed control, and fungicide, insecticide, and herbicide applications. Standards will be reviewed with Owner on an ongoing basis.

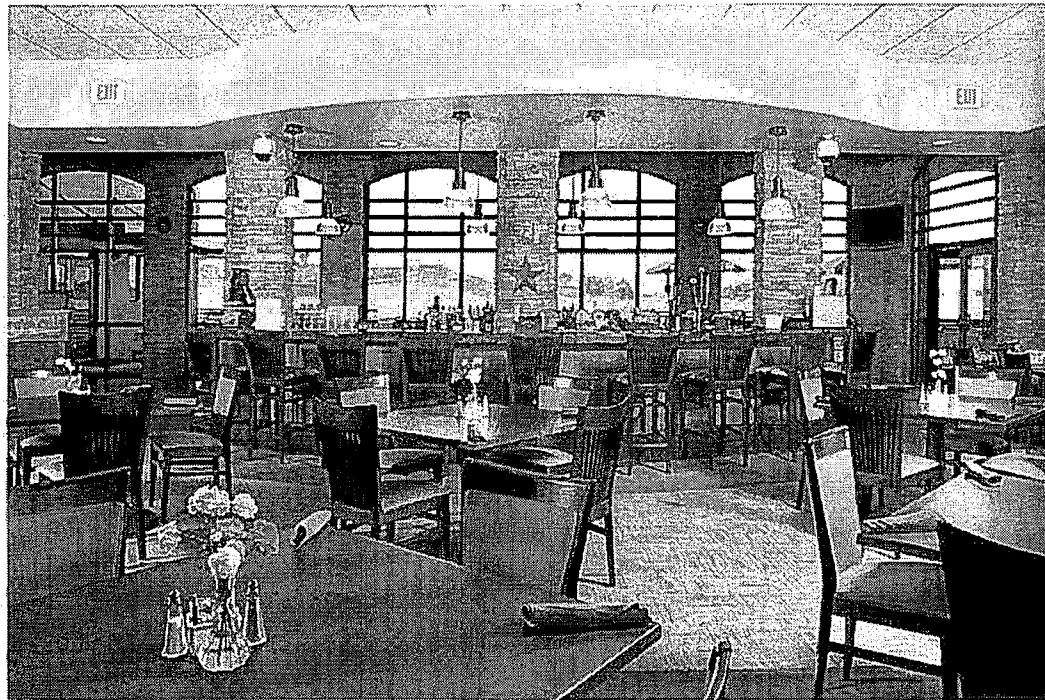
KemperSports looks forward to discussing the KemperSports' environmental golf course maintenance program, "Green to a Tee". Our goal will be to maintain the golf course in an environmentally sound manner. In support of this initiative, we have adopted a KemperSports environmental certification program to assure a course achieves this objective. There are 4 levels of Green to a Tee Certification.

The following are points of emphasis of the "Green to a Tee" program we look forward to discussing:

- ◆ Targeted Environmental programs
- ◆ Implement Water Conservation measures
- ◆ Recycle paper, cardboard, plastic and aluminum
- ◆ Conserve Electricity
- ◆ Conserve Fuel
- ◆ Best Management Practices
- ◆ Habitat Management
- ◆ Environmental Stewardship



# Food & Beverage



## FOOD & BEVERAGE

### Food & Beverage Operations

A successful food and beverage operation at RedGate will be critical to the overall success of the facility. We will conduct formal and informal customer surveys to gain an understanding of desired menus, price points and service requirements. In addition, we will identify the competition and "shop them" to understand their strengths and weaknesses and to determine why they are successful. We would make sure that the grill and dining area had a unique "niche" or concept that would make it stand out from other restaurant operations in the area. This approach will allow us to fashion a food and beverage offering that is unique to RedGate. KemperSports' National Director of Food & Beverage will work with site staff to develop menus for the existing food and beverage operations as well as tournaments and outside events. Menus will offer variety of selection and competitively priced targeted to the customer base at RedGate.

In addition to menu planning and social programming, staff selection and training will be imperative to the successful implementation of the overall theme and ambiance of the clubhouse. Again, identifying local staff candidates who live and work in the immediate area will be our priority. Particular emphasis will be placed on KemperSports core belief of hiring genuine, friendly staff members. This will be particularly important to achieving long-term success where customer service and consistently high quality food & beverage will be a cornerstone of the overall experience. It is these personal relationships and consistencies that will inevitably develop what will become the foundation of the "Home Away From Home" culture and environment that KemperSports has successfully created at other similar facilities.

KemperSports embraces ServSafe Essentials, a training program offered by The National Restaurant Association Educational Foundation. This program is recognized by more federal, state and local jurisdictions than any other food safety certification program. ServSafe Essentials training focuses on:

- Implementing and Maintaining proper food handling procedures
- Proper Holding Temperatures of food
- Temperature Danger Zones
- Refrigeration/Cold Temperature Holding
- Choking Hazards
- First Aid
- Cross Contamination
- Proper Hand Washing
- Wash, Rinse & Sanitize procedure
- Potentially Hazardous Food/Food Born Illness
- Proper Cooking practices



➤ **On Course Service**

Food and beverage service on the course should be an extension of the clubhouse F&B experience with the same attention to quality, customer service, hours of operation and appropriate menu and product selection. It is our intent to offer fresh, high quality food items and beverages on beverage carts to customers. In addition to food and beverage items, our beverage cart routinely carries scorecards, pencils, golf balls, gloves, etc. for the enjoyment of golfers.

➤ **Food & Beverage**

KemperSports utilizes a proprietary food and beverage procedures manual to train all F&B staff in proper sanitation and food handling. Training focuses on maintaining sanitary conditions to ensure diners receive safe food that is consistently prepared to high standards.

➤ **Alcoholic Beverage Sales**

All staff serving alcoholic beverages will be trained in "alcohol awareness" as well as proper serving protocol. Our Corporate policy requires strict adherence to laws and regulations regarding alcohol sales.

➤ **Kitchen Equipment and Facilities**

All kitchen staff are trained in the proper use and cleaning of kitchen equipment. We will assess the kitchen to determine its capabilities in determining menu choices and price points.

➤ **Catering and Private Parties**

Our director of sales and marketing will aggressively market the F&B facility to local businesses, golf outing customers, reunion planners, party planners and other group users. KemperSports takes care of every detail so the host of a private party feels like a guest. Again, first we understand our customer's expectations and then craft a menu, room theme and entertainment around their requirements.

➤ **Menu Planning**

KemperSports' national Director of Food & Beverage will work with site staff to develop menu's for the existing food and beverage operations as well as banquet and grill menus. Menus will offer variety of selection and competitively priced targeted to the customer base at each facility.

## GOLF SHOP OPERATIONS

### Golf Shop Operations

The KemperSports General Manager and his staff will be responsible for managing all golf shop transactions including recording all fees, taking tee time reservations, assisting customers over the phone and in the shop, selling merchandise, managing the cart fleet, managing driving range operations, etc.

#### Merchandise

Our most successful and profitable golf shops embrace a merchandise plan focused on "soft goods" with limited hard goods such as golf bags and complete sets of golf clubs. We would provide balls, gloves and other essentials and an appealing selection of soft goods including shirts, sweaters, hats, windbreakers and the like based on customer demographics and Golf DataTech survey information to ensure the golf shop is stocked with merchandise customers want to buy. Hard goods and club fitting will be available in a manner that makes sense from a customer and financial standpoint.

KemperSports national director of retail will assist the General Manager in merchandise selections and then will negotiate directly with our national account vendors for optimal purchasing terms. We also train our golf shop personnel in "merchandising" techniques including presentation, sales and customer service.

KemperSports will create and implement a unique golf shop merchandise program for RedGate. The objective will be to provide variety in selection and price as well as a positive first impression statement. We will accomplish this within a predetermined budget in order to maintain profitability. This will include:

- ◆ Merchandise Buying Plan
- ◆ Establishing Optimum Gross Profit Margins
- ◆ Implementing Display Techniques
- ◆ Cleanliness Standards
- ◆ Inventory Management



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## **The Wilderness Golf Club** **Lake Jackson, TX**

**Initial Contract Date:** 2003

**Contract Renewal:** 2009

**Client:** City of Lake Jackson, TX

**Contact:** Ms. Pam Eaves, Finance Director  
(979) 415-2400

**Address:** 25 Oak Drive, Lake Jackson, TX 77566

**Website:** <http://www.thewildernessgc.com>

**Architect:** Jeffrey Brauer



KemperSports was selected by the City in a national RFP to provide development, pre-opening consulting and management for the City of Lake Jackson. Since beginning management, KemperSports has increased rounds for the facility by 33% despite a decline in the national golf industry. Consistently voted one of the "Top 5 Daily Fee" facilities in the Houston market by AVID Golfer and Texas Golfer magazines, The Wilderness Golf Club continues to thrive in a competitive golf market. The Wilderness Golf Club was recently named the "2008 KemperSports Facility of the Year" for its strong financial and operating performance.



## **Timbers at Troy Golf Course** **Elkridge, MD**

**Owner:** Howard County, MD

**Contact:** Mr. Gary Arthur, Director of Parks

**Telephone:** 410-313-4663

**Address:** 7120 Oakland Mills Rd., Columbia, MD 21046

**Initial Contract Date:** 2001

**Rounds:** 43,197

**Annual Budget:** \$ 2,300,391

**Scope of Services:** KemperSports was selected in 2001 and in 2008 through a national RFP to provide management services for the golf course.

**The**  
**Timbers**  
at TROY





## **Heron Glen Golf Course** ***Ringoes, NJ***

**Initial Contract Date:** 2002

**Client:** Hunterdon County, NJ

**Contact:** Mr. John Trontis, Director of Parks and Recreation  
(908) 782-1158

**Address:** P.O. Box 2900, Flemington, NJ 08822-2900

**Website:** <http://www.heronqlen.com>

**Architect:** Dan Schlegel



KemperSports was selected in 2002 in a national RFP to provide development-consulting services and to provide all pre-opening and post-opening management services. KemperSports was again selected in 2007 to manage Heron Glen for an additional five year term. Heron Glen features a practice facility and a strong junior golf program for Hunterdon County and has received acclaim for its community outreach efforts.



**iii) Identification of any issues that require further information or discussion**

Based on the information provided in the RFI, KemperSports understands the City's goals and objectives for RedGate Golf Course. We are quite familiar with the challenges facing City leaders and believe privatizing operations management of RedGate Golf Course has many benefits. At the appropriate time, we would like to have the opportunity to meet with City leaders, tour the golf course and review historical financial results which would allow us to compare revenues and expenses with like properties in our portfolio.

**iv) Identification of objectives or proposals from the RFI that the Respondent believes are not feasible or otherwise not advisable**

We believe the City's goals as expressed in Section 4 of the RFI are reasonable and with the City's support should be attainable over time. RedGate Golf Course has been operating in the red for nearly a decade and it will take time for the benefits of sound management to take hold eventually restoring the facility to financial sustainability.

**v) Suggestions for alternative methods of achieving the objectives or other potential policy goals of the City and RedGate Golf Course**

The City's approach to exploring how best to manage operations of RedGate Golf Course is fairly consistent with other municipalities we have worked with. Essentially, the two options the City is considering are the primary means of engaging third party management. Ultimately, the City must decide how much influence it would like to have regarding management of the golf course. Leasing the facility generally reduces the City's role in decisions related running the golf course including budgets, rates, hours of operation, marketing, turf maintenance, etc. Conversely, hiring a management company ensures the City will retain control of the golf course and be involved in making decisions based on achieving its goals and objectives.

**vi) Provide, at Respondent's option, any additional information not specifically listed above which shows any experience of the Respondent that might be relevant to the City's policy discussion with regard to RedGate Golf Course**

KemperSports is has the experience, depth and local resources to manage RedGate Golf Course consistent with the City of Rockville's goals and objectives. We encourage the City to contact the municipal clients listed in this submittal as a reference on our behalf. We also encourage City representatives to visit any of the facilities KemperSports manages to experience firsthand what differentiates KemperSports from other management companies.